



COMDTINST 16010.12A
July 20, 1998

COMMANDANT INSTRUCTION 16010.12A

Subj: THE COMMANDANT'S DIRECTION

Ref: (a) The Coast Guard Leadership Council (CGLC), COMDTINST 5420.40

1. PURPOSE. To publish the Areas of Emphasis and Objectives that will guide the Coast Guard for the next four years.
2. ACTION. Area commanders, assistant commandants for directorates, chief counsel, and special staff officers at Headquarters shall implement the Commandant's Direction within the assigned scope of their responsibilities. The remainder of the distribution are provided this instruction for information purposes.
3. DIRECTIVE AFFECTED. COMDTINST 16000.12 is cancelled.
4. DISCUSSION. The Commandant's Direction, enclosure (1), describes areas managers will emphasize in the coming four years to ensure we stay on track to our long-term vision of the future (e.g., Coast Guard 2020). The five Areas of Emphasis and associated Objectives concern key aspects of performance, including management and productivity as well as achievement of performance goals outlined in the Annual Performance Plan. These Objectives do not replace existing performance goals. They reflect the priorities established by the Commandant within the "Family of Plans."
5. PROCEDURES.
 - a. The Coast Guard Leadership Council (CGLC), described in reference (a), has the responsibility to set the Commandant's Direction, adjust it as needed, and create commitment to its achievement. The first page of the enclosure also notes Commandant Imperatives that will receive particular attention from the CGLC.

COMDTINST 16010.12A
JUL 20 1998

- b. Under the direction of the Chief of Staff, one or more Headquarters Owners have been assigned for each Objective and Imperative. Owners will coordinate activity and monitor progress for their objectives. Business plans and specialized plans are the primary vehicles for implementing these Objectives for Headquarters Owners.
- c. Headquarters Owners will adjust their business and specialized plans to achieve assigned Objectives and address Imperatives. Actions may include a variety of initiatives, including changes to resources or policies, completion of projects, and designing or improving systems or processes. Actions developed by owners may be assigned to others (e.g., by the Chief of Staff) for completion.
- d. Area commanders shall align their management activities with the Commandant's Direction.

/s/James M. Loy
Admiral, U.S. Coast Guard
Commandant

Encl: (1) The Commandant's Direction|end_ub|

The Commandant's Direction

The Areas of Emphasis, Objectives and Commandant Imperatives that constitute the Commandant's Direction are summarized in the chart below and are expanded upon in the following pages.

AREAS OF EMPHASIS	
Objectives (Hdqtrs. Owners)	Commandant Imperatives
SERVICE: STAND THE WATCH	
1. Performing all missions superbly. (G-M, G-O)	Raise the visibility of Coast Guard service to America.
2. Ensuring superior readiness for all missions. (G-M, G-O)	
3. Providing superior support for our units. (G-S, G-W)	
4. Being alert for other opportunities to serve. (G-M, G-O)	
PEOPLE: BUILD AND VALUE OUR TEAM	
5. Providing the people and human resource system needed by our units. (G-W)	Providing the people and human resource system needed by our units.
6. Achieving our workforce 2015 goals. (G-W)	
7. Nurturing our new leadership development center. (G-W)	
8. Removing obstacles to better communications, diversity management and career development. (G-W)	
TEAMWORK: PARTNER FOR A STRONGER AMERICA	
9. Optimizing interagency coordination in all missions. (G-M, G-O)	
10. Improving interoperability with DoD. (G-O)	
11. Leading and participating in ONEDOT initiatives. (G-CCS)	
12. Expanding our partnerships with stakeholders (G-M, G-O)	
13. Contributing to national security objectives around the world. (G-M, G-O)	
EXCELLENCE: INNOVATE FOR SUPERIOR PERFORMANCE	
14. Improving outcomes by investing in technology. (G-SI)	
15. Tracing all managerial investment to operational performance. (All Assistant COMDT's)	
16. Meeting Y2K requirements. (G-SI)	
17. Gaining clean financial audits in 1999 and beyond. (G-CFP)	
18. Embedding our commitment to Quality Management. (G-CV)	
19. Empowering field commands to match resources to workload. (G-M, G-O, G-S, G-W)	
VISION: SEIZE THE FUTURE	
20. Pressing Deepwater recapitalization. (G-A)	Deepwater, Waterways Management and recognition as unique instrument of national security.
21. Leading a Waterways Management initiative for DOT. (G-M, G-O)	
22. Responding to emerging environmental challenges. (G-M, G-O)	
23. Being recognized as a unique instrument of National Security. (G-C)	

**Commandant's Direction
Areas of Emphasis and Objectives**

SERVICE: STAND THE WATCH

Our organizational purpose and focus is delivery of superior service. Our Strategic Goals of Safety, Protection of Natural Resources, Mobility, Maritime Security and National Defense will be accomplished efficiently and effectively. We will accomplish these outcomes through two fundamental approaches-prevention and response. We will leverage our unique multi-mission competencies and capabilities and be ready to take on new tasks in the national interest. We will remain the nation's experts on maritime issues. We will be recognized for our vision and vigilance-focussed on prevention but Always Ready to respond when needed.

OBJECTIVE 1. PERFORMING ALL MISSIONS SUPERBLY

Purpose. Superior mission performance is our primary obligation to the American public, and the chief expectation of our key stakeholders. It enables achievement of our Strategic and Performance Goals¹, and visibly highlights our value to the nation. Superior performance ensures our continued opportunity to provide current services, and allows us to explore new opportunities to expand our services-and our value. A clear focus on operational excellence is the essence of our core value of Devotion to Duty, and the driver of all support systems and management goals.

Opportunities for Improvement. Establish clear mission performance standards, incorporating the needs of our customers and stakeholders, and link them to Coast Guard Performance Goals. Deploy these standards to the unit level, resulting in clear unit performance standards. Develop and implement a system of measurement, useful at every level of the chain of command and the chain of support, that compares and tracks unit and mission performance against those standards. Continue to expand Program Managers' focus to include standard setting, measurement, and management of outcomes as well as resource management.

Owners. Area Commanders own unit performance standards and mission performance. Assistant Commandants (G-M and G-O) own mission performance standards and are the Headquarters Owners.

¹ Strategic and Performance Goals are published in the Coast Guard's Annual Performance Plan.

SERVICE (continued)

OBJECTIVE 2. ENSURING SUPERIOR READINESS FOR ALL MISSIONS

Purpose. Our motto, Semper Paratus, , means Always Ready. Readiness is the most important contributor to Objective 1, and results from combining capability with leadership. Preparation equals performance -- superior performance requires superior readiness. Our dual approaches of response and prevention require different kinds of preparation, but in both cases-and in all mission areas-our ability to respond quickly and effectively makes the Coast Guard one of America's most valuable assets.

Opportunities for Improvement. Define mission and unit readiness. Develop and deploy measures and indicators for use by all levels of management that account for the people and equipment component of readiness, and that specifically address the management process component (e.g., doctrine, instructions and publications, standard operating procedures, and other system-wide methods). Set readiness standards derived from mission and unit performance standards, developed in partnership with our customers and stakeholders. Use these measures and indicators to identify and correct readiness gaps, to avoid future gaps, and to predict the impact on readiness of service demands and to make resource adjustments.

Owners. Area Commanders achieve readiness. Assistant Commandants (G-M and G-O) establish standards, design assessment mechanisms, and remedy systemic shortfalls.

OBJECTIVE 3. PROVIDING SUPERIOR SUPPORT FOR ALL UNITS

Purpose. In addition to superior readiness, a key contributor to superior performance is a consistently high level of support. This means units must have clear support goals and standards, efficient processes and methods, and the people, platforms, tools, technology, time, materials, and other resources needed-when needed-to accomplish their missions now and in the future. The better the support, the better we optimize the use of all available resources, and the more capability we will have to seed opportunities for growth.

Opportunities for Improvement. Develop clear internal customer-service standards and measures of effectiveness for delivery of support. Widespread and visible deployment of the standards compared to current support performance levels will help manage customer expectations. Use the gap between existing support levels and customer-service standards to guide resource planning and management attention. Compare measured support performance to readiness levels and mission performance. Use this information to adjust emphasis and resources in support of mission accomplishment.

Owners. Assistant Commandants (G-S and G-W).

SERVICE (continued)

OBJECTIVE 4. BEING ALERT FOR OTHER OPPORTUNITIES TO SERVE

Purpose. Appropriate new missions and service capabilities will increase our ability to achieve desired outcomes in Strategic and Performance Goals. They will also maximize our return on the public investment in our people and systems. The value of our multi-mission versatility has proven itself over and over. We are an economical means of delivery for numerous public services that might otherwise be abandoned or curtailed if they were to become too costly or ineffective.

Opportunities for Improvement. We will develop a systematic approach for discovering, assessing, and realizing such opportunities. This will require coordination of activities at Headquarters and field levels. Such coordination includes improvements to both how we listen and how we "broadcast" our message and capabilities, and should build upon partnerships both within and outside government. We will be a team player and an honest broker in all such activities. The Department of Transportation's (DOT) Strategic Plan, the Roles and Mission Study, and the Waterways Management initiative are important focal points for these efforts.

Owner. Assistant Commandants (G-M and G-O)

PEOPLE: BUILD AND VALUE OUR TEAM

People are our most valuable - and costly - asset. We must attract and retain the best America has to offer and develop in them superior technical and interpersonal competencies. We will nurture our core values of Honor, Respect and Devotion to Duty at the personal, unit and organizational levels and foster working environments that promote learning, commitment and opportunity for all elements in our increasingly diverse workforce. We will find strength in our differences and work diligently to remove barriers that hinder our progress. We will employ valid and useful means to assess employee satisfaction, well being and contributions to mission accomplishment.

OBJECTIVE 5. PROVIDING THE PEOPLE AND HUMAN RESOURCE SYSTEM

NEEDED BY OUR UNITS

Purpose: The Human Resources (HR) System must recruit, train, develop and sustain a workforce that is motivated and able to accomplish Coast Guard missions. It will fill all military and civilian positions with qualified personnel from the optimal source (officer, enlisted, civilian, reserve, Auxiliary, etc.). It also provides for the satisfaction, development and well being of all employees. The people needs of the Coast Guard and the needs of Coast Guard people must be continually evaluated for our HR managers to keep them in balance.

Opportunities for Improvement. We will return to authorized strength as quickly as practicable. We will obtain workforce requirements from program managers for current and future systems. Based on comparisons to other organizations, we will design more economical and effective means to train, develop and compensate employees and obtain the necessary resources to do so. We will establish career management programs for civilian and military personnel and optimally employ the total force (active duty, civilian, reserve and Auxiliary). To sustain these efforts, we will develop a cadre of HR professionals and implement an integrated information system to support decisions, assessment, and improvement across the entire HR system.

Owner. Assistant Commandant (G-W)

PEOPLE (continued)

OBJECTIVE 6. ACHIEVING OUR WORKFORCE 2015 GOALS

Purpose. Workforce 2015 Goals call for an increase in the percentages of Coast Guard personnel who are women and members of ethnic minorities. We will ensure an equal opportunity to serve in the Coast Guard is available to all Americans without regard to ethnicity or gender. Diversity increases the collective capability of Team CG and helps us to better serve an increasingly diverse customer base. It will expand the pool of people interested in Coast Guard careers, thereby improving our capability to attract and retain the very best workforce for the future.

Opportunities for Improvement. Our greatest HR challenges are to fill the workforce (active duty and reserve military, civilian) and as we do so, recruit to Workforce 2015 goals. We will constantly reevaluate our strategic approaches and provide sufficient resources for recruiting: to build the best professional recruiting force (elevate the value of recruiters to the Service); to provide recruiters both the tools and personal incentives to be successful; to improve recruiting processes (including location of offices), resources and incentives; to include recruiting efforts at all "outreach" opportunities; and to achieve greater involvement of all members of Team Coast Guard, activities and facilities in recruiting. We will leverage our recruiting, retention and mentoring efforts through organizations such as NNOA, NAFEO and ANSO.

Owner. Assistant Commandant (G-W)

OBJECTIVE 7. NURTURING OUR NEW LEADERSHIP DEVELOPMENT CENTER

Purpose. An effective Leadership Development Center (LDC) will integrate consistent leadership, quality management and diversity management themes across all Team Coast Guard. This will facilitate the retention and motivation of a capable workforce that we need now and in the future to achieve our organizational goals.

Opportunities for Improvement. We will take service-wide advantage of this intellectual lodestone, making necessary facility improvements to promote a first class learning environment. We will develop performance measures for leadership competencies and craft comprehensive leadership programs for all Team Coast Guard members (including civilian and Auxiliary members) that integrate quality management and diversity management into leadership development. We will achieve accreditation for our leadership programs.

Owner. Assistant Commandant (G-W)

PEOPLE (continued)

**OBJECTIVE 8. REMOVING OBSTACLES TO BETTER COMMUNICATIONS,
DIVERSITY MANAGEMENT AND CAREER DEVELOPMENT**

Purpose. To retain a capable and motivated workforce committed to Coast Guard missions and values.

Opportunities for Improvement. We will complete the Workforce Cultural Audit Action Plan. We must focus on communicating effectively and promptly with the workforce at both the local command and service-wide levels, increasing employee involvement in the direction of the organization and trust in their leaders. We shall expand career development opportunities for all members of Team Coast Guard.

Owner. Assistant Commandant (G-W)

TEAMWORK: PARTNER FOR A STRONGER AMERICA

Teamwork is essential to success both inside and outside our Service. We will epitomize the highest concepts of team play. Internally, we will collaborate across vertical and horizontal boundaries. Externally, we will be a full partner with other services and agencies, state and local governments, our stakeholders in industry, and other nations to maximize our total value to the American people.

OBJECTIVE 9. OPTIMIZING INTERAGENCY COORDINATION IN ALL MISSIONS

Purpose. Partnering with other agencies increases overall mission success as measured by our Strategic and Performance Goals, and capitalizes on the Coast Guard's inherent versatility, i.e., multi-mission, military-civil, and national-local.

Opportunities for Improvement. We will expand our coordinating activities with other agencies that impact our ability to achieve our Strategic Goals. Interactions should include, at the strategic level, coordinating performance goals, targets and activities as well as active involvement in crafting multi-agency executive branch initiatives such as "Building Sustainable Fisheries" and the Clean Water Action Group. At the operational level, it will include participating in interagency exercises and developing contingency scenarios. We will stress interagency consensus building and documentation of joint procedures for use in the field. We will expand our participation in, and strategic contributions to, interagency forums such as U.S. Interdiction Coordinator (USIC) and the Office of National Drug Control Policy (ONDCP), and operations such as Haiti ExCom.

Owners. Assistant Commandants (G-M and G-O)

OBJECTIVE 10. IMPROVING INTEROPERABILITY WITH DOD

Purpose. Effective interoperability with DoD is essential to our effectiveness as a multi-mission agency and as one of the Armed Services of the United States. Our ability to interact within the Armed Forces increases our capability and flexibility in all of our missions.

Opportunities for Improvement. We will maintain the effectiveness of ongoing activities and missions such as maritime interdiction, deployable port security and harbor defense, and cutter deployments in support of CinC requirements. We must maximize the effectiveness of initiatives such as exchange programs, the NAVGARD Board, common C4I/logistics systems, DoD/CinC liaison officers, JIATFs, and other such interaction. We will balance military and civil missions, in the context of the DOT/DoD balance, and manage the impact of military operations on training, support systems, infrastructure, and overall operational tempo.

Owner. Assistant Commandants (G-M and G-O)

TEAMWORK (continued)

OBJECTIVE 11. LEADING AND PARTICIPATING IN ONEDOT INITIATIVES

Purpose. The Coast Guard commitment to team play will be manifested within the Department of Transportation. The Coast Guard is dedicated to making the Department of Transportation's vision of a safe, efficient, accessible and convenient national transportation system a reality in the maritime environment. Additionally, greater involvement with the Department of Transportation (DOT) on a wide range of issues will highlight our unique contributions and requirements.

Opportunities for Improvement. We will expand our outreach to DOT, and especially to OST, to improve their understanding of our major business lines and our contribution to the national transportation system. The Waterways Management initiative and the National Maritime Strategy are key opportunities for this. Other opportunities include Auxiliarist support of Emergency Transportation Requirements, improving our coordination with other transportation modes, and expanding intermodal data collection efforts. Assistance to DOT/OST in support areas (with projects such as Garrett Morgan and Partnership in Education) will strengthen these relationships.

Owner. Chief of Staff

OBJECTIVE 12. EXPANDING OUR PARTNERSHIPS WITH STAKEHOLDERS

Purpose. Our Prevention through People partnerships have been extraordinarily successful in leveraging our organizational capabilities to achieve our organizational goals. Such partnerships with industry and non-governmental organizations increase our awareness of current and future issues and mission requirements, leverage our effectiveness, and increase public appreciation for our contributions to the nation's security, economy and well-being.

Opportunities for Improvement. We will increase the number of groups with which we partner and the number of missions in which we have effective partnerships. Our missions and collaborative approach position us to become a model for partnering throughout all of government. We must identify the highest-return partnerships, adjust or disestablish unproductive ones, and improve methods for managing and measuring the effectiveness of those we keep. We will also need to manage our partnership activities in such a way as to avoid even the perception of potential conflicts from partnerships with regulated industries and groups.

Owners. Assistant Commandants (G-M and (G-O)

TEAMWORK (continued)

OBJECTIVE 13. CONTRIBUTING TO NATIONAL SECURITY OBJECTIVES

AROUND THE WORLD

Purpose. We will contribute to accomplishing United States foreign policy through use of our unique capabilities and missions. Our international activities frequently have a direct and positive impact on the Coast Guard's domestic Performance Goals. Increased international contributions also increase awareness of the value of the Coast Guard and an improved understanding of our requirements within Congress and the Administration, particularly the Departments of State and Defense and associated congressional committees.

Opportunities for Improvement. We will actively engage with the Department of State (DOS), the National Security Council (including implementing Presidential Decision Directives), and the regional CinCs. Additionally, we will be a key supporter of the Secretary of Transportation's international agenda. We must explore expanded international training opportunities. Given our limited resources, we must constantly evaluate our balance between international and domestic demands and focus on those international activities that provide the greatest return on the use of those resources.

Owner. Assistant Commandants (G-M and G-O)

EXCELLENCE: INNOVATE FOR SUPERIOR PERFORMANCE

We will excel as responsible stewards of taxpayers' resources. We will continuously improve all operational and support processes and systems. We will build an effective decision-making architecture and the information system that supports it. We will be the leader in government for making the precepts of outcome-based performance work for the American people. Risk-taking, innovation, trust and empowerment will be central to our leadership culture.

OBJECTIVE 14. IMPROVING OUTCOMES BY INVESTING IN TECHNOLOGY

Purpose. All decision makers require access to information. We need to make technology an enabler to all support and operational missions. Information technology (IT) enables managers to link decisions and resources to outcomes and match available resources to demands. We need to maintain connectivity with other agencies and match decision speed with that of governmental and industry partners. Speed and accuracy of information is a tactical readiness issue as well as a management issue - including resources and finance. We must ensure the Coast Guard protects its legal, financial, operational and historical information. **Opportunities for Improvement.** To reduce workload, we need to eliminate redundant systems and maximize interoperability between them. IT acquisition processes must be streamlined to match the relatively short IT development cycle, while maximizing use of off-the-shelf systems. Faster development of R&D products will facilitate improved linkage of projects to mission outcomes throughout all development stages. We need to quickly deploy SWSIII throughout the Service and integrate IT across all units to provide situational awareness to operational commanders.

Owner. Director of Information and Technology (G-SI)

**OBJECTIVE 15. LINK ALL INVESTMENT TO OPERATIONAL PERFORMANCE
AND SUPPORT CAPABILITIES.**

Purpose. The Coast Guard will be an exemplar federal agency in managing its resources to provide the greatest return on the taxpayers' investment. We will correlate costs to quantitative performance (operational and support) data to manage our limited resources to best effect. Effective resource management will also reduce the difficulties and effort required to garner executive and congressional support for high-return projects and expenses.

EXCELLENCE (continued)

OBJECTIVE 15. (continued)

Opportunities for Improvement include the development of consistent and quantitative investment decision-making tools for managing our base funding and determining where new investments should be made. This includes the development of an investment council that integrates and prioritizes capital requirements (perhaps modeled after DoD's Joint Requirements Oversight Committee (JROC)); a new focus on an asset's total ownership costs in comparison to the performance contributions of that asset; the development of a comprehensive approach to managing the Coast Guard's shore and IT infrastructure; and the targeting of our limited RDT&E budget on projects that will maximize our performance achievements. We must overcome external constraints on planning and spending, e.g., reprogramming limits within AC&I and separation of total ownership costs across appropriations.

Owner. Chief of Staff and all Assistant Commandants

OBJECTIVE 16. MEETING YEAR-2000 (Y2K) COMPUTER DEADLINES

Purpose. Virtually all aspects of our operations and administration are supported by information technology, from the largest computer applications such as MSIS, LUFS, PMIS/JUMPS and AMVER to the Coast Guard Standard Workstation, telephone switches, and microprocessors embedded in all types of equipment. Many of our missions and support functions also depend on capable computer systems of customers, suppliers and partners. Our information systems must be able to operate up to and past the year 2000 (Y2K).

Opportunities for Improvement. We need to work on multiple fronts. We must repair affected systems in accordance with milestones established by the Office of Management and Budget so that all internal and external data exchanges are thoroughly tested and operating by Y2K. We will also plan contingencies to ensure continued operations and support in case of failures that occur despite our best efforts. We will focus aggressive outreach efforts on helping to minimize Y2K impacts on the operations of suppliers and industry partners.

Owner: **Director of Information and Technology (G-SI)**

OBJECTIVE 17. GAINING CLEAN FINANCIAL AUDITS IN 1999 AND BEYOND

Purpose. The era of "good government " initiatives (CFO Act, GPRA, GMRA, etc.) will continue. Budgets for agencies are being linked to compliance with the CFO Act. Non-compliant agencies will not compete well. The President recently directed all federal agencies to pass the CFO audit by FY99 and we have committed to DOT to do so. CFO compliance will lead to improved management of our resources and greater stakeholder faith in our organization.

EXCELLENCE (continued)

OBJECTIVE 17. (continued)

Opportunities for Improvement. Real-property records are our greatest material weakness and will be corrected in 1998. Better accounting data will help us make better management decisions. Integrating our IT systems with the accounting system will greatly reduce the accounting workload. Where appropriate, we must consider use of contractors for audit compliance efforts where possible to minimize impact on field workload.

Owner. Director of Finance and Procurement

OBJECTIVE 18: EMBEDDING OUR COMMITMENT TO QUALITY MANAGEMENT

Purpose. Rapid, continuous improvement of performance is essential for meeting the ever-increasing expectations of stakeholders: customers, citizens, Congress, employees, and suppliers. The Baldrige criteria quality principles of customer focus, total involvement, and data-based analysis, supplemented by continual self-assessment, benchmarking and comparison, will enable us to meet this demand by maximizing the value of our intellectual capital. Integration of these principles will promote systematic improvement of all operations and support programs.

Opportunities for Improvement. Process and customer requirements for key operational and support processes must be clearly defined so they can be met and measured. Unnecessary activities must be identified and eliminated; they are not only wasteful, they also distract leaders and managers from the truly important priorities and frustrate employees. Leaders at every level need to focus their organization on desired outcomes such as Performance Goals, balancing the needs of all stakeholders, and to use data and feedback from processes, customers and employees to make decisions. We need to clearly define what we expect from our continuous-improvement activities.

Owner. Vice Commandant

OBJECTIVE 19: EMPOWERING FIELD COMMANDS TO MATCH RESOURCES TO

WORKLOAD

Purpose. Empowering field commanders to quickly reallocate resources will be helpful to missions, customers, productivity, and our employees (e.g., balanced workloads). It supports surge capability and intelligent borrowing of resources necessitated by longer term federal budget-formulation. It allows response to changing circumstances more rapidly than can be accommodated by Headquarters decision making. It also permits quicker alignment to changing strategic goals (e.g., translation of program goals into local operations) and encourages innovation and vigilant stewardship.

Enclosure (1) to COMDITINST 16010.12A

EXCELLENCE (continued)

OBJECTIVE 19. (continued)

Opportunities for Improvement. While there must be an appropriate balance between accountability and field empowerment, there is also some opportunity to establish procedures and ground rules (within bone-fide legal limitations), enabling field commands to reallocate some of their own funds, equipment and personnel allowances without headquarters approval.

Owner. Assistant Commandants (G-M, G-O, G-S, G-W)

VISION: SEIZE THE FUTURE

Coast Guard 2020 establishes our path to the future. We will chart our course along that path to ensure we have the people, hardware, information systems and mission concepts that will best serve America well into the 21st century. We will carefully study trends of economic, military, political and social change to determine future requirements for safe waterways, secure borders and competitive ports. We will make wise investment decisions on the basis of solid mission requirements and life-cycle costs and recapitalize our capabilities, including Deepwater, for the American taxpayer. We will monitor evolving transnational security issues and carefully plan for emerging challenges in living marine resource management and environmental protection.

OBJECTIVE 20. PRESSING DEEPWATER RECAPITALIZATION

Purpose. The purpose of the Deepwater project is to acquire an integrated system of assets necessary to accomplish our missions in the Exclusive Economic Zone, on the high seas, and wherever they're needed to support American interests around the world. The Deepwater acquisition will enable the Coast Guard to remain a unique, relevant and valuable member of the National Security establishment and provide the vital services America requires into the future.

Opportunities for Improvement. We need to forge a conceptual doctrine and calculate marginal costs and benefits and we need to reach key acquisition points on schedule. Requirements need to be aligned with the results of the Roles and Mission Study and budgetary support must be sought and obtained from Congress and the Administration.

Owner. Assistant Commandant (G-A)

OBJECTIVE 21. LEADING A WATERWAYS MANAGEMENT INITIATIVE FOR

DOT

Purpose. We must forge a plan and successfully confront the challenge of deteriorating U.S. ports and waterways. This will ensure economic efficiency in the global marketplace as well as the safety and security of our water highways. This initiative offers to consolidate many Coast Guard missions into a more integrated and effective system for the nation.

Opportunities for Improvement: This initiative should drive towards improving safety, environmental considerations and competitiveness for US ports, critically important in light of increasing ship size, frequency of port visits, and quantity of cargo being moved. It should improve cooperation between all governmental and non-governmental interests with a stake in U.S. waterways and increase the effectiveness of Coast Guard operations and coordination activities.

Owner.. Assistant Commandants (G-M and G-O)

VISION (continued)

OBJECTIVE 22. RESPOND TO EMERGING ENVIRONMENTAL CHALLENGES

Purpose. The growing awareness of the importance of Living Marine Resources and endangered marine environments poses a major challenge for America. Coast Guard capabilities, authorities and networks position it as a key federal agent for this growing area of concern.

Opportunities for Improvement. We must actively author and influence federal rulemakings and be a leader among government and non-government stakeholders in crafting effective solutions and creating national consensus on this important issue. This should include coordinating performance goals and our proactive involvement in cross-governmental initiatives as the Clean Water Action Group and "Building Sustainable Fisheries". Working with other concerned agencies, we must develop the ability and information sources to forecast threats to species and sensitive areas and implement protective measures before they reach extremis.

Owners. Assistant Commandants (G-M and G-O)

OBJECTIVE 23. BEING RECOGNIZED AS A UNIQUE INSTRUMENT OF

NATIONAL SECURITY

Purpose. The Coast Guard's current and potential contributions to national security are far-reaching, but often under-recognized by many American policy makers. The Secretary of State recently reiterated the importance of the Coast Guard's contributions to the President's National Security Strategy and National Drug Control Strategy. Internationally, the Coast Guard contributes to national security through training, military assistance, CinC operations, and conduct of Coast Guard missions in overseas areas. The Coast Guard is the international maritime model for many nations of the world. Within and adjacent to our own borders, Coast Guard missions protect Americans, our sovereignty, our environment and our infrastructure.

Opportunities for Improvement. We need to clarify the meaning and national security implications of a national Waterways Management initiative. We need to maintain active involvement with the National Security Council and CinC operations and plans, and support an enhanced role for DOT in national security issues. We need to be aware of reductions in other agencies' commitments to national security programs and quickly assess and act on the impact of such reductions on Coast Guard responsibilities and resources, in terms of both opportunities and threats.

Owner. Commandant

U.S. Department
of Transportation

**United States
Coast Guard**

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Official Business
Penalty for Private Use \$300